
About the Contributors

BETSY A. BERNFELD has been Director of the Teton County Library in Jackson, Wyoming, since 1998. She received her Master of Arts Degree in Information Resources and Library Science from the University of Arizona in 1997 and is currently working on a doctorate from that institution. Prior to her work in libraries, Bernfeld had an active career in evaluative research, technical writing, and journalism. She has received research and writing awards from the Wyoming Council for the Humanities, Wyoming Arts Council, and National Federation of Press Women, and she was named the Wyoming Library Association's Librarian of the Year in 2000. She is editor of *Sagebrush Classics: Pure Wyoming Stuph*, a collection of historical Wyoming poetry and essays.

KATHRYN J. DEISS is Director of the Strategic Learning Center at the Metropolitan Library System, a multitype consortium of libraries in the city of Chicago. She designs and provides training, facilitation, executive coaching, and consulting services for libraries, national associations, consortia, and museums. She also serves as adjunct senior consultant for the Association of Research Libraries Office of Leadership and Management Services (ARL/OLMS). Kathryn has written and presented extensively on the subjects of leadership, planning, organizational learning, and organizational culture. Kathryn received her B.A. in Sociology from Trinity University (San Antonio, Texas) and her M.L.S. from the University at Albany, State University of New York.

JOAN GIESECKE is Dean of Libraries at the University of Nebraska–Lincoln (UNL). She joined UNL in 1987 and became dean in 1996. Prior to this, she was the Associate Dean for Collections and Services. She has held positions at George Mason University, Prince George's County Memorial Library System, and the American Health Care Association. She received

a doctorate in Public Administration from George Mason University, an M.L.S. from the University of Maryland, a Master's Degree in Management from Central Michigan University, and a B.A. in Economics from SUNY at Buffalo. Giesecke's research interests include organizational decision-making and management skills. She has developed a training program for managers and has presented a variety of papers on management and supervisory skills. She is a former editor of *Library Administration and Management* journal and has published numerous articles on management issues. Her books include *Practical Help for New Supervisors*, *Scenario Planning for Libraries*, and *Practical Strategies for Library Managers*.

PAT HAWTHORNE is Director of Library Human Resources for the University of California, Los Angeles, Library and serves as an adjunct faculty member with the Association of Research Libraries, Office of Leadership and Management Services. She holds an M.S. in Library Science, an M.A. in Adult and Higher Education, and is certified as a Senior Professional in Human Resources (SPHR) by the Society for Human Resource Management. She is a member of ALA, ACRL, LAMA, and the Texas Library Association. In 2001–2002, she and George Bynon (University of California, Davis) cochaired the ACRL ad hoc task force that produced the white paper entitled *Recruitment, Retention & Restructuring: Human Resources in Academic Libraries*. She was a selected participant in the 1994 TALL (Texas Accelerated Library Leaders) Texans Leadership Development Institute and in the 2001 UCLA Senior Fellows Program.

STEVE HILLER is Head of the Science Libraries and Library Assessment Coordinator at the University of Washington Libraries. Since 1991 he has worked extensively on library assessment issues and presented his work at meetings and workshops in the United States, Canada, and the United Kingdom. Recent publications have been on LibQUAL+™, library Web portal usability, use of quantitative and qualitative data to evaluate bibliographic database use, and the impact of online information resources on research and learning. He also has served as a library evaluator for a regional accrediting agency, the Northwest Commission on Colleges and Universities.

KAREN HOLLOWAY is Team Leader for the Financial and Administrative Support Team at the University of Arizona Library, a position held since July 2002. The team is comprised of Finance/Accounting, Human Resources and Organizational Effectiveness, and Facilities Management. Prior to this appointment, she was Team Leader for the Science-Engineering Team for four years. Previously she held information management and library positions at the American Institute of Aeronautics and Astronautics,

the National Aeronautics and Space Administration, Rolls-Royce, Stanford University, and the University of Georgia. She holds a Master's Degree in Library Science from the University of Michigan and a Master's Degree in Political Science from the University of Georgia. In 2001 she was selected to attend the Bryn Mawr Summer Institute for Women in Higher Education Administration.

MICHELLE KAARST-BROWN is an Assistant Professor at the School of Information Studies, Syracuse University. Drawing upon two decades of business and Information Technology (IT) management experience, she now specializes in how social, cultural, and knowledge factors impact IT strategy and enterprise-wide risk management. Her current research focuses on cultural issues in global electronic commerce and institutional transitions in the e-business environment. Dr. Kaarst-Brown has published in a number of top academic and business journals including *MIS Quarterly*, *Information Technology and People*, the *Journal of Strategic Information Systems*, the *Journal of Organizational Change Management*, the *Journal of Global Information Management*, the *Journal of the American Society for Information Science and Technology (JASIST)*, and *CIO Canada*. She serves as an Associate Editor for *MIS Quarterly*. Dr. Kaarst-Brown can be reached at mlbrow03@syr.edu.

FLORENCE M. MASON has been the owner and principal of F. Mason and Associates, a library management consulting practice based in Dallas, Texas, for the past thirteen years. Her degrees include a B.A. in History from Skidmore College, an M.L.S. from Simmons College, and a Ph.D. from the University of Southern California with a minor in Organizational Behavior. She is a former public library director and special librarian. Currently, in addition to her consulting, she is an adjunct faculty member at the University of North Texas. Her recent publications include *Information Brokering* (1998) with Chris Dobson and *Ethics of Information Management* (1996) with Richard Mason and Mary Culnan.

BETH MCNEIL is Associate Dean of Libraries at the University of Nebraska-Lincoln (UNL). She joined UNL in 1996 and became Associate Dean in 2003. She has fifteen years of experience in academic librarianship in both public and technical services. As Associate Dean, she has direct responsibility for the overall management of technical services operations, coordinates the staff development program, coordinates library-wide statistics efforts, and manages library-wide special projects. Prior to coming to UNL, McNeil was Head of Reference Services and Serials and Collection Management Librarian at Bradley University in Peoria, Illinois. McNeil is an active member of the American Library Association, having served on committees within LAMA and ACRL.

THOMAS L. MOORE began working in public libraries in 1958 while still in high school. He received his A.A. degree from Springfield College in Illinois, his B.A. from Cardinal Glennon College in St. Louis, Missouri, and his M.L.S. from Rosary College (now Dominican University) in River Forest, Illinois. He has been a director of various public libraries since 1974. He has directed the Wake County Public Library System in Raleigh, North Carolina, since 1981. He received training in Group Facilitation and Consulting from the Institute of Government at the University of North Carolina in Chapel Hill in 1994. Moore began practicing Facilitative Leadership in his own organization at the same time. He has worked as a trainer for Roger Schwarz and Associates on a part-time basis for the past four years.

SCOTT NICHOLSON is an Assistant Professor at the School of Information Studies at Syracuse University. His primary research area is the measurement and evaluation of digital library services through bibliomining, or the combination of data mining, bibliometrics, statistics, and reporting tools used to extract patterns of behavior-based artifacts from library systems. He has worked as a reference librarian for Texas Christian University and as a statistician for Citigroup, and he combines these backgrounds in his research and teaching. Dr. Nicholson's other research interests include Web search tools and community-building in distance education.

GAIL V. OLTMANNS is Special Projects Officer at the Washington University Libraries in St. Louis where she has been working on LibQUAL+™ and other assessment and measurement activities. She joined the Washington University Libraries in September 2003 after working for seventeen years at the University of Virginia, where she was the Associate University Librarian for Organizational Development. Her responsibilities and interests at Virginia included human and financial resources, staff development and training, measurement and assessment of the organization's performance, and staff reassignment and renewal.

SHELLEY E. PHIPPS is the Assistant Dean for Team Facilitation at the University of Arizona Library, where she has held a variety of leadership positions over the last thirty-four years. She has also been an ARL (Association of Research Libraries) Office of Leadership and Management Services adjunct faculty member for twenty years and is an organization development consultant, specializing in leadership and learning organizations. She was named the Association of College and Research Libraries (ACRL) Academic/Research Librarian of the Year in 2002. The entire staff at the University of Arizona Library have been collaborative leaders and learning partners in the University of Arizona Library's organizational transformation.

KEITH RUSSELL is a faculty member at the University of Kansas (KU) with a joint appointment in the Libraries and the Department of Human Resources and Equal Opportunity. He currently works with various library services and in campus-wide staff and organizational development efforts. Special interests include best practices in healthy organizations; group facilitation and empowerment; and the design and use of experiential learning activities for training and team-building. Prior appointments include Dean of Libraries at KU and Deputy Director of the National Agricultural Library.

JAMES SELF is Director of Management Information Services at the University of Virginia Library. His previous positions include Director of the Clemons Library at the University of Virginia and head of the Undergraduate Library at Indiana University. He has conducted many presentations and workshops relating to assessment, statistics, surveys, and usability testing. Recent venues include the Living the Future conference (Tucson, 2002), the American Library Association annual conference (Atlanta, 2002), the Library of Congress (2003), the Association of College and Research Libraries national conference (Charlotte, 2003), and the Northumbria International Conference on Performance Indicators (Durham, UK, 2003). He has published articles in a number of professional journals, most recently *Performance Measurement and Metrics*, and has also worked as a statistical consultant for several academic libraries.

JEFFREY M. STANTON, Ph.D. (University of Connecticut, 1997) is an Assistant Professor in the School of Information Studies at Syracuse University. Dr. Stanton's research focuses on the intersection of organizational behavior and technology, with his most recent projects examining how organizational behavior affects information security in organizations. His work has been published in top behavioral science journals such as the *Journal of Applied Psychology*, *Personnel Psychology*, and *Human Performance*. Dr. Stanton has also presented his work at leading scholarly conferences, such as the Society of Industrial-Organizational Psychology, the Academy of Management, and the American Psychological Society. Dr. Stanton's research has been supported through three grants from the National Science Foundation, including NSF's prestigious CAREER award. Dr. Stanton's background also includes extensive experience in business. In 1995 Stanton worked as a human resources analyst for Applied Psychological Techniques, a human resource consulting firm based in Darien, Connecticut. His projects at this firm included the development, implementation, and assessment of a performance appraisal system, development of a selection battery for customer service representatives, and the creation of a job classification and work standards system for over 350 positions in the public utilities industry. Dr. Stanton also worked for HRStrategies, Inc., as a human

resources consultant, the Connecticut Department of Mental Health as a statistical consultant, and for Inpho Inc., AKG Acoustics Inc., and the Textet Corporation in management and engineering positions.

DENISE STEPHENS is Acting University Librarian at Syracuse University, where she works with library and other university staff to design and implement transformational library initiatives. Previously, she served as Head of Anschutz Library at the University Kansas, where she played a key role in departmental integration and team development efforts. Her earlier positions were at the University of Virginia, where she served in Government Information, the Digital Centers, and the Science and Engineering Libraries.

MAUREEN SULLIVAN is an organization development consultant whose practice focuses on the delivery of consulting and training services to libraries and other information organizations. She has extensive experience as a consultant on organizational development, strategic planning, leadership development, introducing and managing organizational change, organization and work redesign, establishment of staff development and learning programs for today's workplace, revision of position classification and compensation systems, and the identification and development of competencies. She is a past president of the Association of College and Research Libraries and of the Library Administration and Management Association. Ms. Sullivan designs and presents workshops and leadership institutes on topics of current relevance to librarians and library staff. Recent topics include recruitment and retention, generational synergy, transforming libraries, creating a collaborative workplace, and new approaches to performance improvement. Ms. Sullivan has incorporated the principles and practices of appreciative inquiry into her work as a consultant to library organizations.

GISELA M. VON DRAN is an Assistant Professor at the School of Information Studies, Syracuse University. Before embarking on her academic career, she held library administrative positions at Arizona State University and Texas Tech University. She has written about library management issues as well as organizational change and employee empowerment in the public and private sector. Her current research focuses on culture as a competitive strategy in information organizations. She can be reached at gmvondra@syr.edu.

LOUELLA V. WETHERBEE is a library management consultant based in Dallas, Texas. She has more than twenty-five years of experience in librarianship, including an extensive background in academic libraries and library networks. She served as Executive Director for the AMIGOS Bibliographic

Council, Inc., before opening her consulting practice in 1989. She advises a wide range of clients on the implications of Internet information services for the library community, including the redesign of library services and resource-sharing in the networked world and the changing requirements of library users. A fluent Spanish speaker, Ms. Wetherbee has consulted widely across the United States and Latin America. She publishes in the professional literature in her areas of expertise, speaks frequently at conferences, and is a nationally known facilitator, planner, and futurist in the library field.